

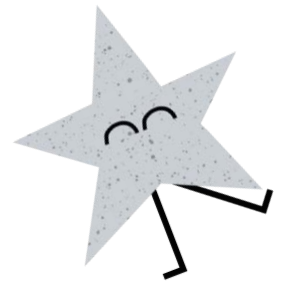
monkey baa

Strategic Plan
2025-28

Young People
empowered
by creativity



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Acknowledgement of Country

Monkey Baa respectfully acknowledges the custodians of this nation and honours their enduring cultural and spiritual connection to the lands, waters and seas. We pay our respects to Elders past and present, on whose lands we work, live and share stories.

As Monkey Baa tours across many nations, our offices are in Sydney and Brisbane. We respectfully acknowledge the Gadigal people of the Eora Nation and the Turrbal and Jagera people in Brisbane and its surrounds.

Sustainability Statement

Monkey Baa is committed to a future with net zero emissions. As a signatory to Arts on Tour's Net Zero Commitment, we are aiming to be carbon neutral by 2030. We will achieve this through various strategies, including measuring emissions, setting reduction targets and developing an action plan to reduce emissions from energy usage, procurement, travel and waste.

Modern Workplace Statement

Monkey Baa enables a modern, inclusive and supportive workplace that prioritises safety and fairness. We comply with legislative requirements, including the Fair Work Act 2009, Modern Slavery Act 2018, Work Health and Safety Act 2011 (NSW), and Anti-Discrimination Act 1977 No 48. As a member of Live Performance Australia (LPA) and Theatre Network Australia, we follow the LPA and MEAA Performers' Collective Agreement (PCA) and pay above award rates, ensuring fair conditions for all staff and artists.

Welcome!

We are thrilled to present Monkey Baa's 2025-28 Strategic Plan, marking a new chapter of creative development and impact of our work on the lives of young people.

For 27 years, we've worked tirelessly to create meaningful theatre experiences. It hasn't always been easy—we've persevered through challenges and worked incredibly hard to get to where we are today. We're proud of what we've achieved, but the reality is that things are changing, and it's getting harder.

To keep inspiring young people, we need support from partners such as government now more than ever.

Over the past two years, we've challenged ourselves to reimagine how we create and present theatre by testing new models and refining our approaches. The results have been rewarding, positioning us to drive impactful change in communities across Australia.

Our vision remains steadfast: a world where young people are emboldened by creativity. Guided by our mission to empower young people, we are evolving our strategies to ensure every experience resonates deeply with the diverse lives of our young audiences.

This plan builds on a foundation of creativity and collaboration, reflecting the needs of young people today.

We're focusing on expanding our reach, especially in Western Sydney, regional and disadvantaged communities, making theatre more accessible.

As we embark on this phase, we're excited to broaden our impact through Monkey Baa Theatre Unlimited, our new framework for embedding social change across all our work. This focus aligns with our commitment to removing barriers, amplifying diverse voices, and ensuring every young person has a front-row seat to Australian stories.

We invite you to join us as we journey into this next phase.



Professor Judith McLean
Chair



Kevin du Preez
Executive Director



Eva Di Cesare
Artistic Director

Introduction

Hello! We are Monkey Baa

We are a national Australian theatre company that creates productions for young audiences, aged 3-15 years. For over 27 years, we've empowered young people through inspirational live creative experiences. From bustling cities to the smallest towns, our shows are full of heart, humor and a whole lot of fun!

We bring diverse Australian stories to young audiences, respecting them as the audience of today. We deliver high-quality experiences where young people can see themselves reflected in our work.

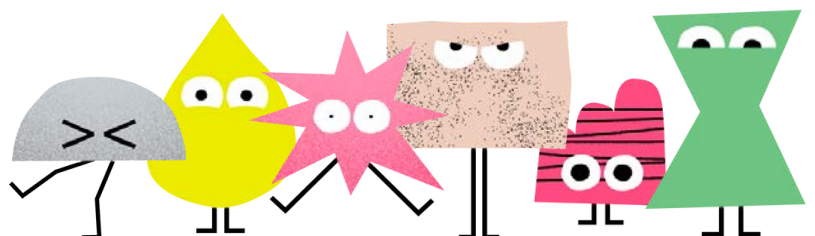
For many, it's their first time at the theatre—we make sure it's a moment they'll never forget.

Too many young people are missing out on the benefits of live theatre. Without these experiences, young people lose a vital connection to stories that spark imagination, improve mental health, enhance learning and help them make sense of the world.

We tour to over 50 communities across Australia, bringing live, engaging experiences to young people. Through partnerships, we ensure theatre is accessible, providing free tickets and transport for those in need. Our workshops and programs help young people develop communication skills, emotional intelligence, and a deeper understanding of the world.

Monkey Baa operates as a Not-for-Profit company limited by guarantee, based in Sydney and Brisbane. Our dedicated team of 10 core staff ensures the smooth operation of our organisation. Each year, we engage over 80 talented artists, creatives and technical crew to bring our productions to life.

Our work is guided by our Youth Advisory Council (YAC) and a committed and engaged Board of Directors. Monkey Baa's annual turnover is \$3 million, sourced from government funding, earned revenue and private contributions.



“Working with Monkey Baa was an incredibly rewarding experience. I was inspired by the creativity... I left the experience feeling uplifted, inspired and grateful.”

Year 10 student

Work Experience , Montgrove College

“Hanging out with Monkey Baa is pretty Queer!, you guys have such an awesome community and it’s great how you treat everyone and just.. love us for being us.”

To My Future Self Participant, 13 yo

Port Macquarie

“I feel really cool that I am able to think of ideas that Monkey Baa will put inside the [show].”

Year 3 student

Co-creation, Bankstown West
Public School

“I believe that all kids should be able to go to the theatre!”

Year 3 student

Leppington Public School



Our vision



A world where all young people are emboldened by creativity.

Our purpose



We create extraordinary theatre experiences for young audiences. We ensure more young people have access to Australian stories that help them navigate and shape their world.

Our values

Imagination

We encourage boundless dreaming and celebrate the unexpected.

Playfulness

We embed the joy of creative play in everything we do.

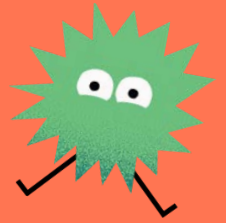
Connection

We prioritise inclusivity and meaningful connections through mutual kindness.

Respect

We take a young person-centred approach, showing respect in all aspects of our work.

Strategic goals



Goal 1: Creating daring and inclusive Australian stories

To reflect the diversity of our audience and empower artists to craft meaningful stories that young people can see themselves in.

Goal 2: Expanding access to theatre for more young people

To ensure that more young people across Australia, particularly in regional and remote areas, can experience the benefits of live theatre.

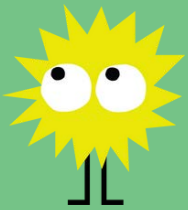
Goal 3: Deepening engagement and impact

To amplify the unique impact of live theatre on young people's emotional, social, and intellectual growth, especially in an increasingly digital world.

Goal 4: Building a resilient and impactful organisation

To cultivate a social enterprise mindset that drives our growth, ensuring we're always ready to respond to new challenges and opportunities.

Our guiding principles



Cherish First Nations knowledges

We honour and respect First Nations peoples and their knowledges. We are continually learning from their wisdom.



Audience of now, not just the future

We create theatre for young people as they are now—fully-fledged individuals, not just future audiences.



The story comes first

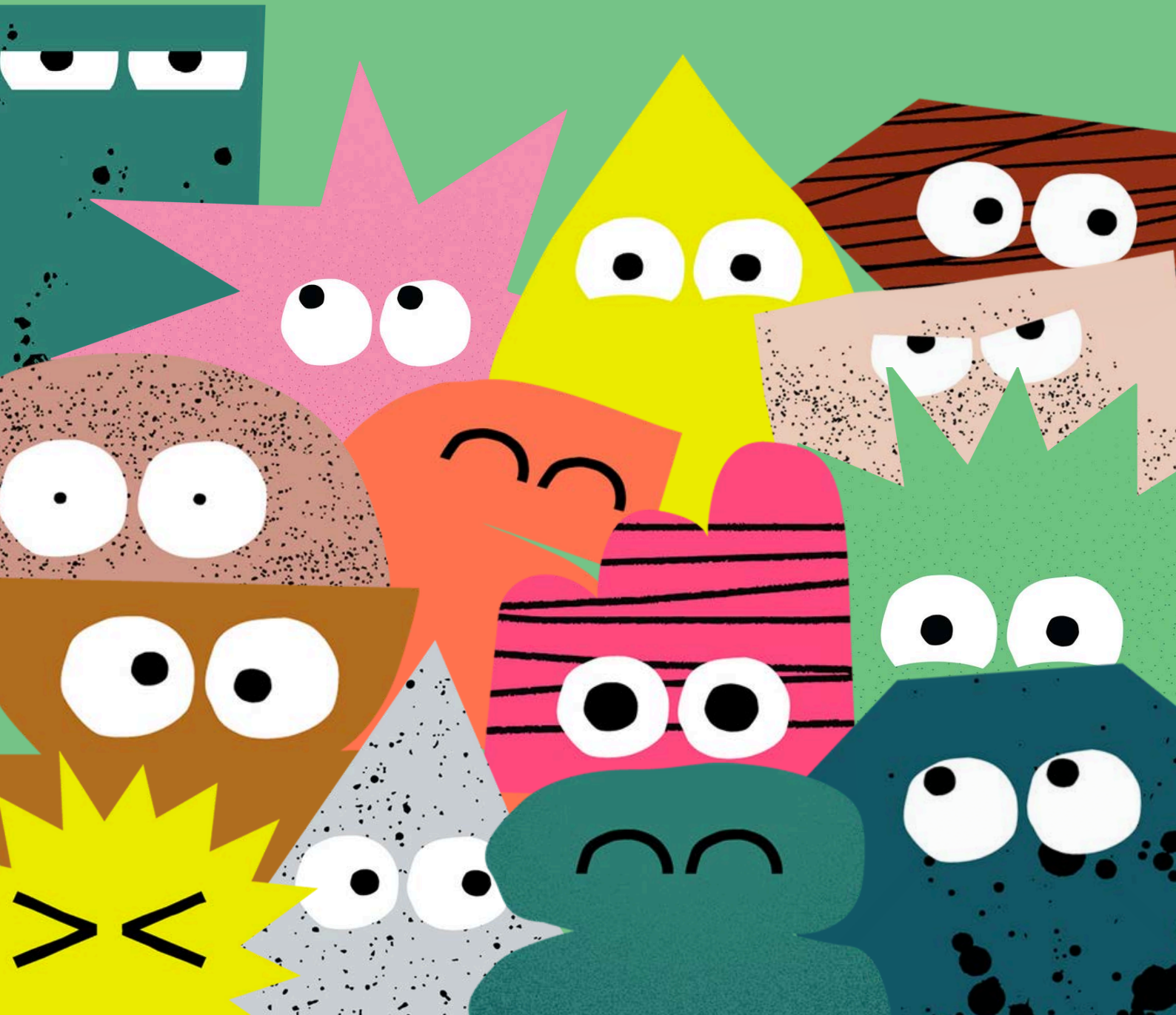
We prioritise Australian stories, ensuring young people receive high-quality storytelling that reflects their lives, values and experiences.



Leading with authentic representation

We amplify young and diverse voices, putting them at the forefront of the stories we tell.

**Young people
are at the heart
of what we do**



Operational context

The world outside our stage door looks nothing like it did three years ago. Yet our ambition to create exhilarating creative experiences is stronger than ever.

The operational context of Monkey Baa is shaped by challenges and opportunities directly impacting young people, our artists and the organisation.

The world young people live in

Today's young people navigate a world of complex challenges and inequities. They recognise the barriers (1) that can prevent them from experiencing live performing arts, whether due to geographic location, financial limitations or other circumstances.

We are committed to dismantling these barriers by bringing theatre to young people across Australia, ensuring equal and open access.

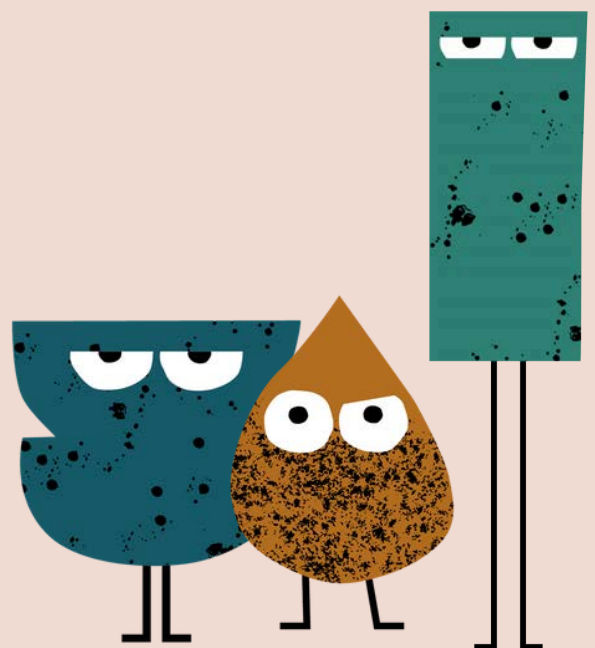
1 : In 2022, only 9% of young people in Australia aged 5-14 made it to a theatre performance, down from 21% in 2018 (ABS). We think that needs to change!

2 : For example, a 100% decline in commercial television expenditure on Australian young people's drama between 2019 and 2023 (ACMA) shows just how serious the problem is.

Australian stories are in decline

We are noticing a decline (2) in Australian stories across platforms. With fewer diverse narratives making it to regional communities, young people are missing the chance to see themselves reflected on stage.

Representation matters, and our mission is to address this by creating inclusive Australian content. Stories that captures the richness of their experiences, helping them understand their diverse identities.



Emotional literacy and well-being

Opportunities for young people to develop emotional literacy are becoming increasingly limited. The ability to navigate emotions and build relationships is foundational to their overall well-being. By delivering creative experiences that touch on these emotional and social aspects, Monkey Baa supports young people in understanding and managing their emotions, which in turn helps them navigate social environments.

Impact of technology

In a digital world, young people spend more time on screens, often at the expense of real-world interaction[3]. Live theatre provides a crucial counterbalance, offering face-to-face engagement that develops communication, empathy and social skills.

By stepping away from screens and engaging with live performances, young people experience richer interactions that support their emotional and social development, helping them connect more deeply with others and the world around them.

Economic pressures on families

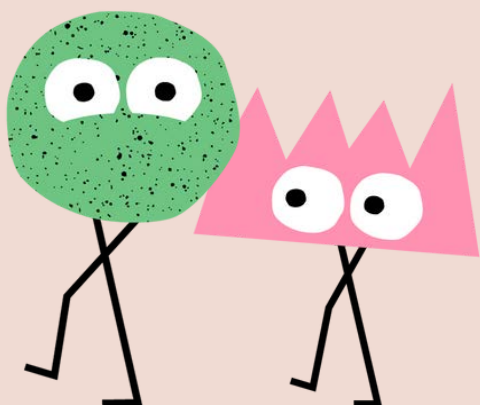
The rising cost of living and increased interest rates are impacting the financial stability of families, which affects their capacity to engage with cultural activities.

To counter these economic challenges, Monkey Baa strives to make our productions accessible to everyone regardless of socio-economic status.

The cost of running Monkey Baa

The cost of running an arts organisation is rising due to factors such as increased fuel prices, higher accommodation costs, and inflation impacting wages and supplies.

Touring expenses alone have surged by up to 30%, placing significant strain on arts companies. To sustain our operations, we are committed to exploring new financing models, forming innovative partnerships and carefully managing costs.



3: Notably, research shows excessive screen usage can lead to problems in social-emotional development including comprehension. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10353947/>

What we do

Present and tour theatre for young people

We create award-winning theatre for young audiences, reaching as many young people as possible. Our national tours cover regional and metropolitan Australia, bringing productions like *Josephine Wants to Dance*, *Where is the Green Sheep?* and *Detention* to around 50 communities.

We're planning to resume international tours to share Australian stories globally.

We use a mix of sell-off (70%), self-present (20%) and co-present (15%) to tour our works to venues across NSW and the rest of Australia.

Create and commission new Australian works

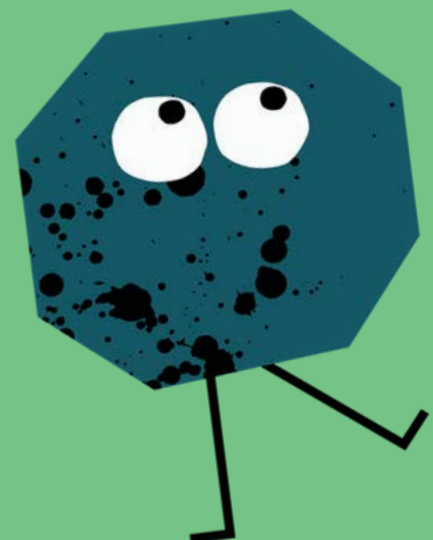
We create daring and inclusive stories that resonate with young audiences. Working with emerging and established artists, we bring to life productions like *Yong* and *Detention*.

Emotional growth is embedded in our works, using evidence-based approaches to support young people's development. Our pipeline includes new works like *The Duck* and *the Darklings*, ensuring a steady flow of impactful content.

Increase social impact and engagement

Theatre Unlimited is an umbrella program that includes all our social impact initiatives, using theatre as a force for change. Our programs increase access and equity, focusing on young people facing disadvantage, including those in foster care, medical challenges or poverty.

For example, our Schools Access Program provides free tickets and transport to students who might not experience live theatre. Partnerships with charities like Camp Quality and Girls & Boys Brigade amplify our impact, using theatre to create positive change.





Provide creative learning opportunities

Our creative learning programs inspire young people to express themselves and develop confidence. Through school workshops, incursions and resources, we connect theatre to the classroom.

Our partnership with schools such as Bankstown West Public School ensures our programs engages students directly with creativity and critical thinking.

Our National Teaching Artist Tours expand the experience of our shows, connecting with students through interactive workshops that deepen their understanding and engagement.

Develop artists and our industry

We contribute to the theatre industry development by creating a pipeline of next generation theatre makers. The Penny Cook Creative Associate Program offers artists opportunities to work on projects, expanding their practice while contributing to our vision.

Monkey Baa Lab will be our new flagship artist development initiative, supporting emerging artists to explore new ideas and grow within theatre for young audiences. We are actively seeking funding to establish this program.

“Monkey Baa's work makes kids think as well as feel.”

Jackie French AM
Award-winning author and
Monkey Baa patron

Who we are here for

Primary audience

Our primary audience are young people between the age of 3 to 15 years. We are taking a balanced approach to creating experiences for pre-schoolers (3-5 years), primary school ages (6-12 years) and early teens (13-15 years).

Secondary audience

When our resources allow and strategic opportunity presents itself, we also focus on our secondary audience. This includes infants (0-2 years) and older teens (16-18 years).

Ancillary audience

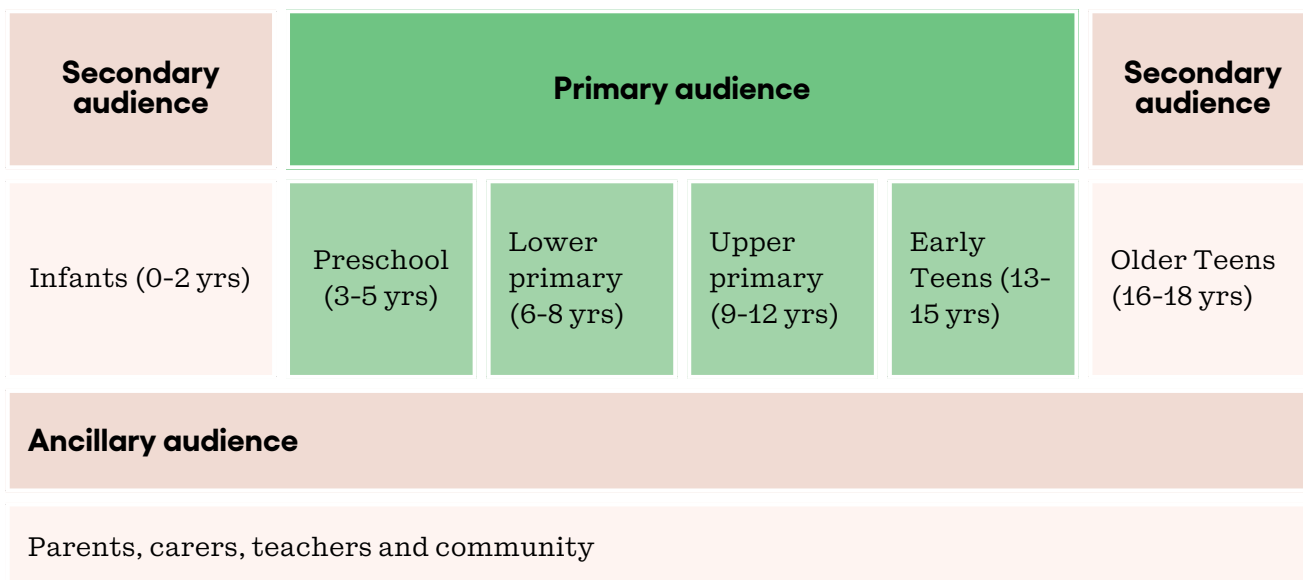
We know parents, carers and other significant people in young people's lives enjoy our work.

Location

Our young audience is based all over Australia. In cities, regional and remote towns and overseas. We engage with young people in theatres across Australia, in schools and in community.

Equity Focus Areas

- Aboriginal and Torres Strait Islander young people(s).
- Culturally and linguistically diverse young people and/or young people of colour.
- Young people with disability and/or who are d/Deaf.
- Young people who identify as LGBTQIA+ or are discovering their orientation, gender identity, gender expression, or a combination.
- Young people in regional and remote Australia.





Other stakeholders

Artists

Our artists reflect the society we live in. We prioritise work with a range of professional artists from across Sydney and NSW. We also engage with artists from around Australia and internationally.

Community

Our community is diverse and reflects who we are as Australians. We connect with young people and their communities across metro, regional and rural locations.

Donors

Individuals, families and foundations who share a passion for the arts and a commitment to enriching the lives of young people. They come from diverse backgrounds but are united by their belief in the power of theatre.

Funding bodies

Our primary funding bodies include Creative Australia, Create NSW and City of Sydney. We continue to build strong relationships with funders at all levels of Government.

Governing body

The Board stewards our strategic vision and governs our organisation to enable the company to achieve its strategic goals. Our guiding instruments are set out in our constitution and Strategic Plan.

Team

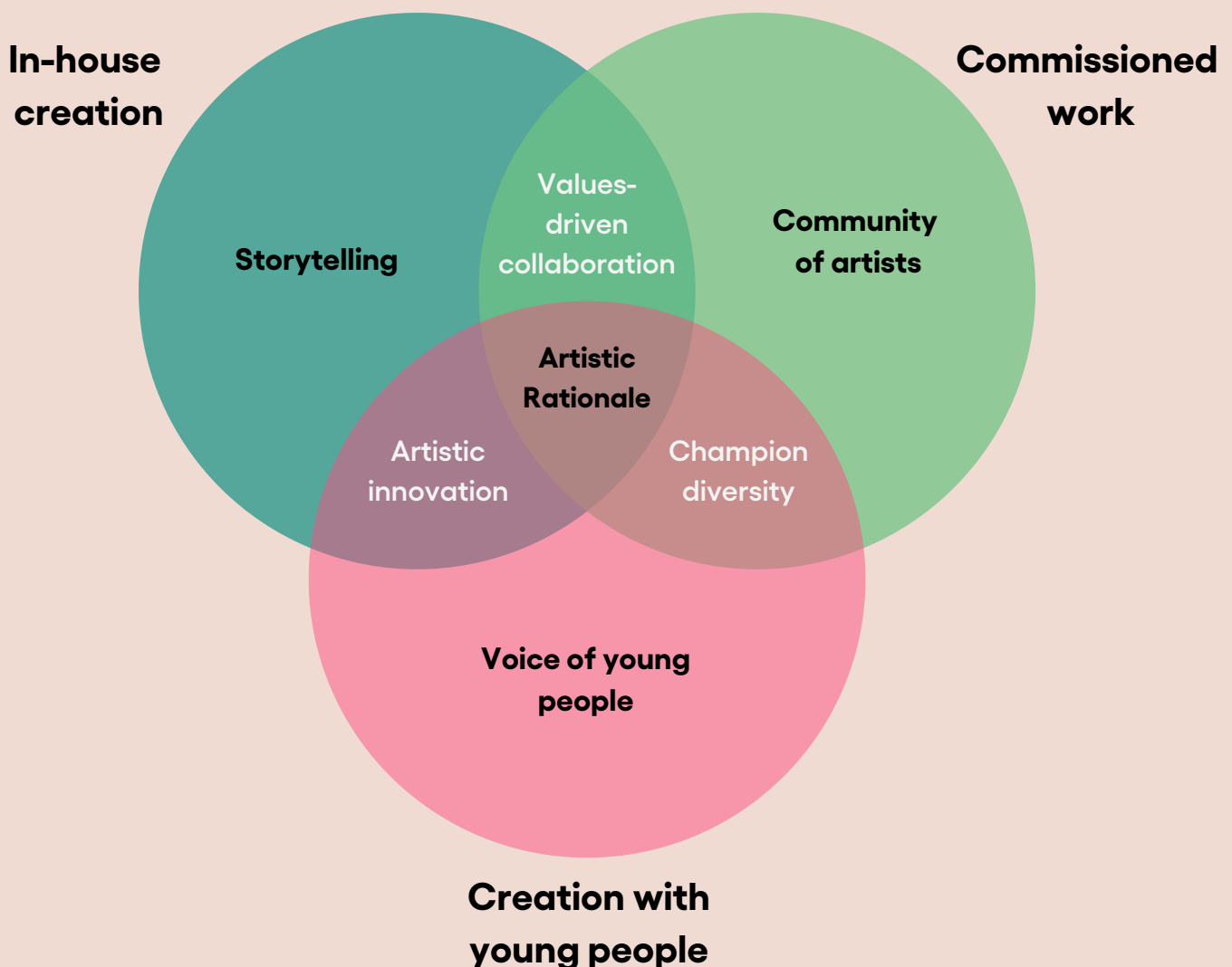
The Monkey Baa team works closely together to achieve our strategic vision and deliver on our overall plan. We are a close group of theatre and arts professionals with extensive experience, knowledge and expertise.

Artistic rationale

We create, commission and co-create works for young audiences. We bring diverse and impactful theatre to life.

Our creative process is grounded in storytelling and collaboration. We ensure that our productions reflect the voices of the artists and young audiences we work with.

By embracing both in-house creation and external commissions, and by involving young people in the creation process, we continue to expand the scope of our work while staying true to our core values.



In-house creation

Our internally created work is led by Eva Di Cesare, Artistic Director and co-founder of Monkey Baa, who works closely with a wide range of artists to bring Australian stories to life. Eva collaborates with both emerging and established creatives, creating an environment that supports artistic growth and innovation.

Storytelling

We carefully select stories that resonate with young audiences, focusing on narratives that reflect their experiences and cultural backgrounds. This approach goes beyond adaptation, ensuring that our stories have a meaningful connection with our audience.

Values-driven collaboration

Our collaborations within internal projects are guided by a strong set of values, ensuring safe, respectful and inclusive creative environments. By embedding these values into every part of our process, we create theatre that is ethical and deeply impactful.

Commissioned work

To diversify our output and expand our artistic vision, we commission work from external artists. This shift from the founding artist model allows us to bring fresh voices and perspectives into the creative fold, enriching our productions with new forms of artistic expression.

Community of artists

We challenge traditional notions of artistic excellence by collaborating with artists with varied experience and background. By commissioning work from diverse creatives, we encourage innovation, ensuring that our productions continue to evolve in both form and content.

Champion diversity

In line with our commitment to inclusivity, we commission works that bring the voices of underrepresented communities into the spotlight. By prioritising ethical storytelling and proactive cultural sensitivity, we ensure that our productions reflect the full breadth of experiences within our audiences and creators.

Creation with young people

Central to our creative process is the creation of work with young people. We involve young people in our processes, giving them the opportunity to shape the stories we tell and ensuring that their voices are heard and reflected on stage.

Voice of young people

We place young people at the heart of our productions, consulting with them and incorporating their ideas into the creative process. This ensures that our work reflects their perspectives, making it relatable and engaging.

Goal #1

Create daring and inclusive Australian stories

To reflect the diversity of our audience and empower artists to craft meaningful stories that young people can see themselves in.

Success looks like:

- A range of bold and imaginative stories are produced, resonating deeply with young audiences.
- Artists are empowered through career development opportunities, resulting in an increase in high-quality productions.
- Young people are directly involved in creating stories, ensuring productions reflect their experiences and perspectives.
- Commissioned works represent the cultural diversity of Australian society, enabling inclusivity and representation.



To achieve this, we will implement the following tactics:

Creating bold works

We will secure funding for new commissions, including large-scale projects and develop a major immersive festival work. We will also explore opportunities for commercial transfers to scale these stories and reach wider audiences. Co-creation practices will be integrated throughout, ensuring that young people have a direct role in shaping the stories we tell.

Commissioning diverse stories

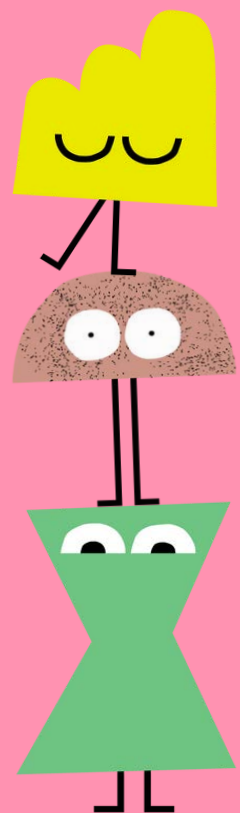
We will prioritise the commissioning of diverse stories, working closely with artists from varied backgrounds including in our new initiative, Monkey Baa Lab. Strengthening partnerships with Western Sydney-based organisations like PYT Fairfield and Riverside Theatres Parramatta will be key. We will provide Diversity Training, Cultural Safety Plans and implement a recruitment policy to ensure our inclusion.

Supporting artist development

Through the Monkey Baa Lab, we will develop opportunities for artists, including roles like Puppetry Director in Residence and Associate Artistic Director for succession. We will create internship pathways and support emerging and independent artists, ensuring that new talent is developed within our company.

Best practice model of co-creation with young people

We will build on our established relationship with Bankstown West Public School by embedding our Youth Advisory Council with Year 3 and 4 students. Artists will be sent into Western Sydney schools for workshops, expanding our co-creation work and ensuring young people are active collaborators in our productions.



Goal #2

Expand access for more young people

To ensure that more young people across Australia, particularly in regional and remote areas, can experience the benefits of live theatre.

Success looks like:

- Increased access to live theatre in regional and remote communities through sustained touring and partnerships.
- Young people experiencing disadvantage have opportunities to experience theatre, enhancing their social inclusion and participation.
- Collaborative partnerships in Western Sydney with expanded access for more young people.
- Deeper community connections with several key communities in Western Sydney and regional locations.



To achieve this, we will implement the following tactics:

Growing regional and remote access

We will build capacity for remote venues to host Monkey Baa shows by developing reciprocal relationships and engaging deeply with selected communities over several years. We will create a subsidised model for extended reach, explore alternative venue presentations and conduct study tours to strengthen our connections.

Embedding presenting and touring models

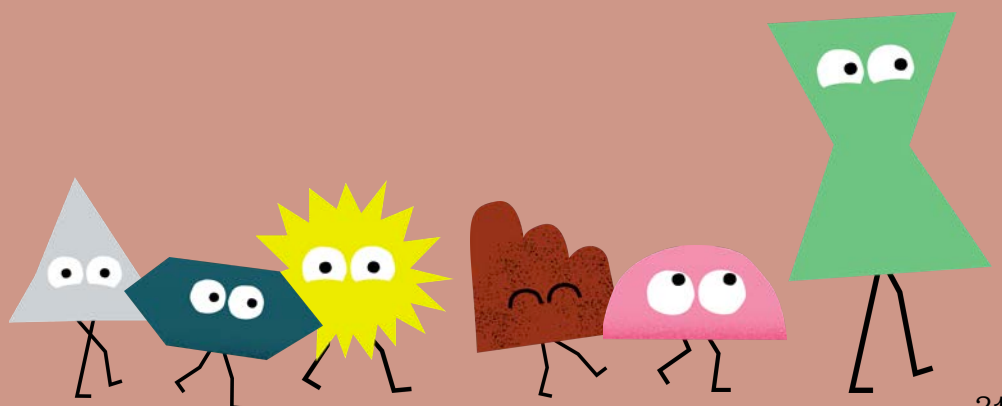
We will expand and embed our self-presenting and co-presenting models, building on successful implementations. By forming venue partnerships and creating a comprehensive audience development strategy, we will support not only our work but the broader ecosystem of children and family content.

Addressing entrenched disadvantage

Our Theatre Unlimited program will ensure young people facing medical, systemic or socio-economic challenges can experience live theatre. By partnering with organisations like Camp Quality and Girls & Boys Brigade we will support more young people by providing free tickets, transport and additional support.

Activating Western Sydney partnerships

Our existing partnerships with organisations like Riverside and PYT Fairfield will be strengthened to activate community engagement. We will establish a three-year partnership with the Coliseum in Rooty Hill to build a family-focused audience and develop new opportunities in Western Sydney.



Goal #3

Deepen engagement and social impact

To amplify the unique impact of live theatre on young people's emotional, social and intellectual growth, especially in an increasingly digital world.

Success looks like:

- First Nations knowledges are embedded and celebrated as an integral part of our practices.
- Young creatives see clear pathways for their involvement in the arts, from audience members to active creators.
- Youth advisory groups contribute significantly to shaping productions, ensuring they resonate with young audiences.
- The positive social impact of our work is evident through increased engagement, emotional growth and positive feedback.



To achieve this, we will implement the following tactics:

Nurturing First Nations relationships

We will appoint a First Nations Creative Associate and provide dedicated time and space in the Monkey Baa Lab for First Nations artists. We will collaborate with Indigenous elders, such as Aunty Marie and the KAZ Aboriginal Café, to build strong community relationships. Our employment strategy will actively recruit First Nations artists, including staff and board members.

Developing career pathways for young creatives

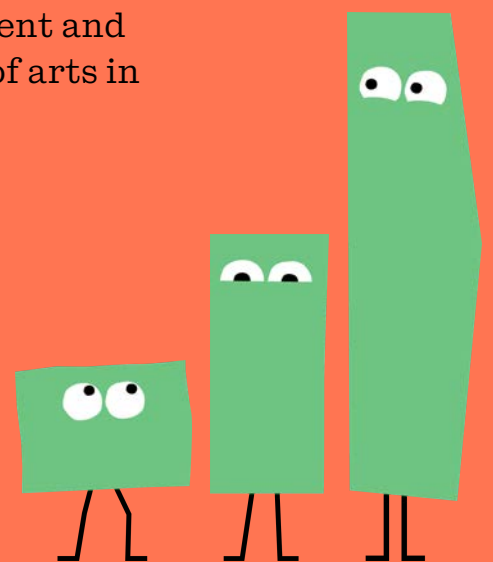
We will create internship programs to provide opportunities for young people under 25, extending our youth employment strategies. By appointing young board members and creating career pathways, we will support young creatives in finding their place within the arts and exploring the potential of their lives.

Energising the youth advisory groups

We will build resources for the Youth Advisory Council and establish a Primary School Youth Advisory Council with Year 3 and 4 students at Bankstown West. By further integrating these groups into the organisation, we will provide more opportunities for young people to engage and shape our work.

Refocusing our work around social impact

We will develop and implement Theatre Unlimited to embed social impact across everything we do. This will include building partnerships to amplify our reach and impact. We will implement effective measurement and reporting mechanisms to demonstrate the role of arts in young people's development.



Goal #4

Build a resilient and impactful organisation

To cultivate a social enterprise mindset that drives our growth, ensuring we're always ready to respond to new challenges and opportunities.

Success looks like:

- The organisation is equipped with a strong internal structure, allowing us to meet growing demands effectively.
- A sustainable social enterprise model supports our artistic projects, generating income and driving our mission forward.
- Fundraising efforts have doubled, leading to more partnerships, increased philanthropic support and overall financial health.
- Environmental sustainability practices are embedded across all operations, significantly reducing our ecological footprint.



To achieve this, we will implement the following tactics:

Boosting our team and resources

We will focus on identifying and growing internal resources, including succession planning and building organisational reserves. By enhancing social impact reporting and advocating for government support, we will create solutions to ensure stability and growth, including addressing warehousing and tech space needs.

Building a creative social enterprise

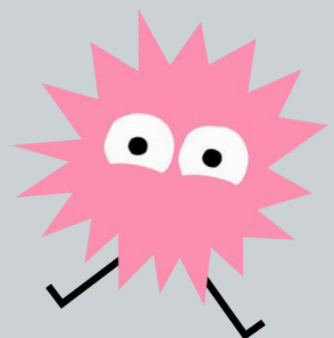
We will explore, research and develop a social enterprise model that sustains our work through social impact investing. By building our capacity to communicate our impact clearly and adopting best practices across the organisation, we will generate income that drives our mission forward.

Doubling our fundraising efforts

We will launch a capacity-building campaign to secure a major sponsor and implement a three-year fundraising strategy. Supporting executive roles with backfill during growth phases will ensure a focus on strategic priorities, while our approach to fundraising will centre on social impact.

Strengthening environmental practices

We will optimise our touring practices to include inseting and offsetting initiatives, ensuring our operations are as sustainable as possible. By monitoring sustainable set building and incorporating environmental storytelling, we aim to reduce our ecological footprint and contribute positively to the environment.



Policy alignment

Monkey Baa is supported across three tiers of government – Federal, State and local. We provide direct alignment to several key policies:

Revive: National Cultural Policy

As we move into the third year of this policy, we are strongly aligned with the core pillars of the policy as we centre artists and engage audiences across the country. We are encouraged by the government's increased recognition of the importance of young Australians and we will continue to contribute leadership and advocacy for the TYA sector.

Creative Communities:

NSW Cultural Policy

Monkey Baa shares the NSW Government's vision that everyone in NSW will benefit from participation in arts. The five guiding principles align with our work to engage with audiences across NSW through our regional touring and to engage with artists and schools in the development of new work, with a particular focus on Western Sydney.

See Attachment for more detail.

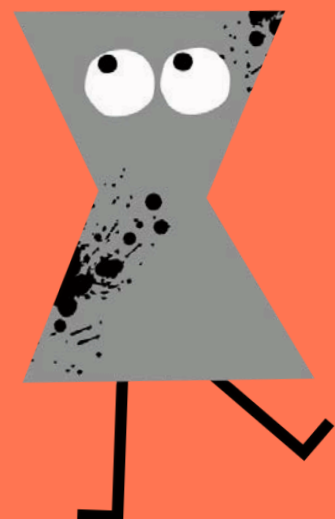
City of Sydney

Cultural Strategy 2025-2035

This new vision for culture in Sydney is ambitious and recognises the value of arts and creative industries to our city. As we are based within the City of Sydney area, we are encouraged by the commitment to capacity building and sector development to enable local arts organisations to thrive.

Office for Youth

The establishment of the Office for Youth within the government signifies a commitment to actively engaging with young people. This presents an opportunity for Monkey Baa to contribute to policy development and advocate for the interests of young artists and audiences.



Social Media Policy

The proposed minimum age policy and regulation for social media is an important consideration for our organisation, as we engage with young people across a range of platforms.

The safety and security of young people is always our first priority and we will work to ensure all our digital content aligns with the best practice policies and procedures.

Early Years Strategy

The government's Early Years Strategy outlines a vision to support children and families through targeted investment in early years services over the next 10 years.

Our work is focused on ensuring quality outcomes across social, emotional and education outcomes for this cohort.



Financial Strategy

A strategic shift to production

Monkey Baa has transitioned from being a producer and venue operator to focusing solely on producing and touring work. This shift has streamlined our operations and enabled us to introduce new self-present and co-present models.

These approaches have already begun diversifying our revenue streams and extending our reach to communities, while positioning us to deliver greater impact and financial sustainability.

Addressing the funding gap

For over a decade our operational funding accounted for 5% of our total budget. In 2025, this moves to 10% due to a pilot Creative Australia program for 2 years. This still leaves the organisation heavily reliant on project-based funding, which is inherently unpredictable and insufficient for long-term planning.

While we have mitigated some of these challenges through our new co-investment model, where presenting partners share the financial burden of production, this approach cannot fully address the need for stable funding.

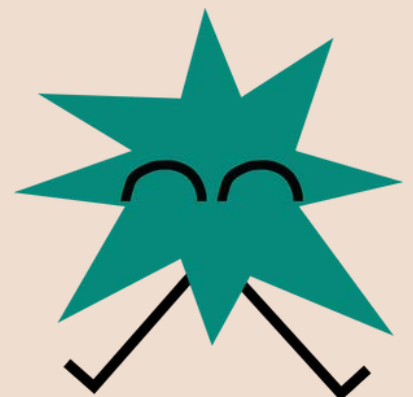
An increase in operational funding is critical to stabilising our business model, reducing delays in the creation of new work and enabling us to meet growing demand for our productions.

A new business model

Monkey Baa has developed a new business model to strengthen its financial position, including piloting self-presenting in larger venues and co-presenting with major presenters. This is starting to increase our return through earned income.

Combined with a new fundraising strategy to increase our philanthropic capacity and the exploration of social impact investing, these initiatives will enhance our financial resilience.

However, these gains are reliant on operational support to embed and scale these models for long-term impact.



Shifting from survival to sustaining

Over the past decade, Monkey Baa has faced financial pressures from reduced funding security and challenges like COVID-19. Despite this, we have maintained operations, met some demand and delivered impactful work.

With new models and strategies in place, we are transitioning from survival to sustaining our work, creating a foundation to explore future growth. This shift will enable us to commission new works more efficiently, expand our touring reach, and rebuild organisational stability.

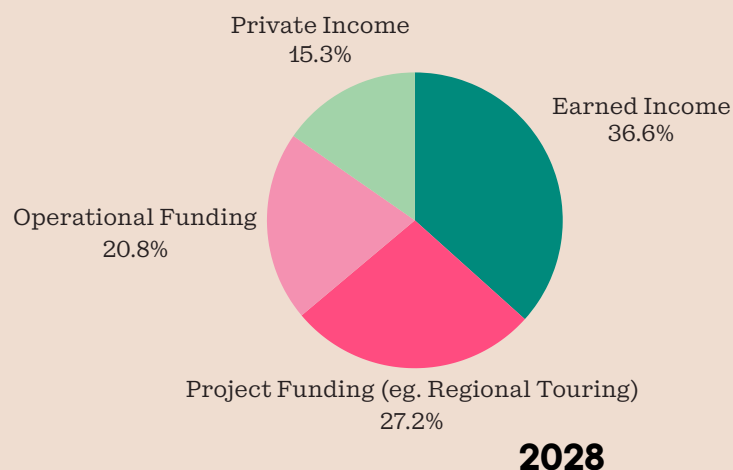
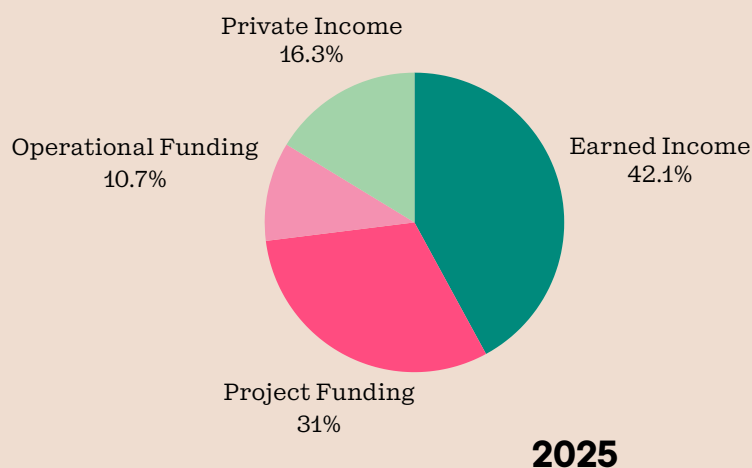
This only works with strong operational funding from Government.

Building reserves

Over the past three years, financial pressures have prevented Monkey Baa from building reserves, as we prioritised maintaining operations and meeting demand.

With the culmination of our restructuring efforts, we aim to begin rebuilding reserves in 2025. This investment, dependent on increased operational funding, will allow us to meet our new policy for both operational and opportunity reserves.

	2025	2026	2027	2028
Income	3,045,885	3,442,450	3,404,025	3,490,442
Expenses	3,013,133	3,377,323	3,367,546	3,444,052
Net Return	32,752	65,127	36,480	46,390
Reserves	62,752	127,880	164,359	210,749



Operational Strategy

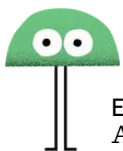
Monkey Baa is a Not-for-Profit Company Limited by Guarantee, with administration based in Sydney and Brisbane, delivering a national and international program of activity and performances.

We recognise the critical importance of strong governance and effective management in achieving our strategic objectives, ensuring the long-term success and sustainability of our company.

Our Team

Monkey Baa is led by Eva Di Cesare (Artistic Director) and Kevin du Preez (Executive Director) with the support of a dedicated team of 10 core staff members.

We are a collective of dedicated people who are passionate about bringing the joy of theatre to young people across Australia.



Eva Di Cesare
Artistic Director



Kevin du Preez
Executive Director



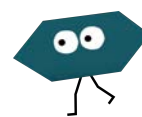
Emma Khamis
Producer



Laura Watson
Head of Production



Jem Page
Head of Technical Operations



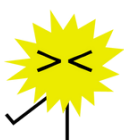
Felicity Nicol
Creative Associate



Shaotong Li
Digital Marketing Specialist



Alexander Andrews
Learning and Engagement Specialist



Sophie Wickes
Associate Producer



Laura Pike
Business Development Manager

Capacity building

Monkey Baa is taking a phased approach to build our internal capacity. This will allow us to implement our growing and focused strategy. This includes increased production capacity, fundraising and social impact resourcing.

Succession

Building on our sustained investment in artists and development programs, we are encouraging an environment where new artistic leadership can emerge.

Over the next three years, we will implement a deliberate succession strategy for the Artistic Director role, including the creation of an Associate Artistic Director role. This platform for emerging leaders ensures we continue to build on the artistic vision that has guided Monkey Baa since its inception.

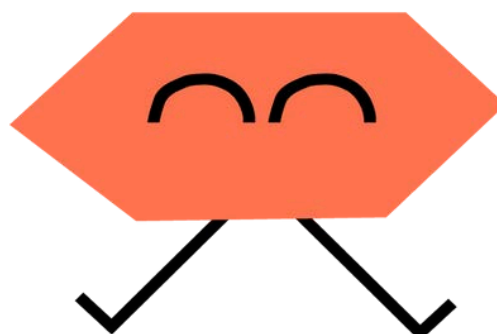
Organisational culture

We believe that organisational culture is fundamental to Monkey Baa's success. We strive to build and nurture a culture that embraces collaboration, creativity and continuous improvement. We empower our staff and stakeholders to contribute their best to our mission.

Child safety

Child safety is a paramount concern for Monkey Baa. Throughout 2024, we completed a major audit and review of our child safety policy and training to ensure best practice across all our programs and activities.

In partnership with Child Safe Australia, we proudly identify as a child-safe organisation. We adhere to the National Principles for Child Safe Organisations, and regularly review and reflect on our processes and procedures for safety and accountability.



Governance

Our Board

The board stewards our strategic vision and governs the organisation to achieve its goals. We place great emphasis on maintaining a diverse and skilled board that can effectively fulfill its responsibilities.

Monkey Baa has implemented best practice governance policies which includes a Code of Conduct, and policies on confidentiality, conflict of interest, risk management and financial delegation.

The Board meets six times a year, with five board meetings and one strategy session.

It comprises 5 to 12 directors selected through a nomination process.

Reflecting our communities and priorities—Western Sydney, regional areas, education, philanthropy, and commercial theatre—the Board operates on a skills-based matrix, actively recruiting for diverse expertise and representation.

Board sub-committees

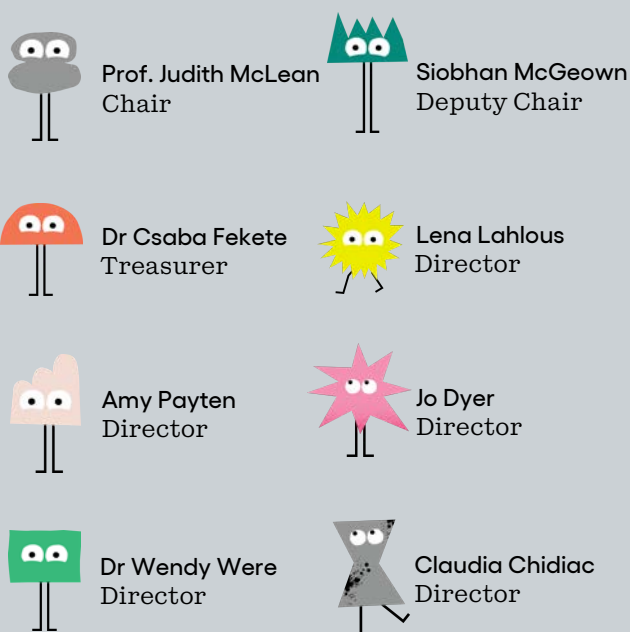
- Fundraising Committee
- Audit and Finance Committee

Youth Advisory Committee (YAC)

Our YAC provides advice, representation and connection with the young people we serve. In return, your YAC learns about theatre, attend productions and advance their careers in the arts.

Learning Advisory Panel

Our Learning Advisory Panel directly connects teachers and students with our work. The group are our advocates and promotes the learning outcomes of our work.





monkeybaa.com.au